Purpose
The Alamo Way is designed to be the theoretical framework for improvement to be used throughout the Alamo Colleges. The purpose of this policy is to describe the three dynamic models that together drive increased employee and student performance, greater organizational efficiency and effectiveness and leadership at the Alamo Colleges. These models are intended to be fully integrated into the culture of the Alamo Colleges, its students and employees.

The Board holds that the Baldrige Criteria for Performance Excellence, the principles of Achieving the Dream and the Principle-Centered Leadership concepts from the Seven Habits of Highly Effective People (AlamoLEADS) provide the foundation for the Alamo Way (Always Inspire, Always Improve). By integrating leadership competencies and experiences into the core curriculum and in organizational learning opportunities for employees, the Alamo Colleges empowers all students and employees to explore and realize their learning, professional, and civic potential. The result is the organization achieving its full potential and our diverse communities achieving theirs.

Student Success
The success of the Alamo Colleges will be measured by the success of its students. The organizational structures, policies, and practices that support student success values and priorities are based on research from the Achieving the Dream initiative and other education strategies identified as promoting increased success for all students. The Alamo Colleges will rely upon evidence of student progress to make strategic decisions and to allocate resources. Our mission, vision and values reflect convictions about the importance of success and equity for all students.

The Alamo Colleges will promote collaboration by achieving consensus on the measures of student success and by stressing that student success is everyone’s business.

The four principles of Achieving the Dream are:

- Committed Leadership
- Use of Evidence
- Broad Engagement
- Systemic Institutional Improvement

Achieving the Dream's Goal: Success for more community college students, especially students of color and low-income students. Success is defined by the rates at which students:
• Successfully complete remedial or developmental instruction and advance to credit-bearing courses
• Enroll in and successfully complete the initial college-level or gateway courses in subjects such as math and English
• Complete the courses they take with a grade of "C" or better
• Persistence from one term to the next
• Attain a certificate or degree

Continuous Improvement as a Theory of Action

The Baldrige Criteria for Performance Excellence provides a comprehensive, integrated systems perspective of overall organizational performance management to promote organizational and student success. The organization responds to self-assessment questions in seven categories:

• Criteria 1       Leadership
• Criteria 2      Strategic Planning
• Criteria 3      Customer Focus
• Criteria 4      Measurement, Analysis, and Knowledge Management
• Criteria 5      Workforce Focus
• Criteria 6      Operations Focus
• Criteria 7      Results

The Criteria brings together an integrated leadership and management system that drives success across the Alamo Colleges, providing a strategic focus on overall organizational competitiveness and sustainability. To this end, the Board adopts the Alamo Way (“Always Inspire, Always Improve”) as its improvement theory, providing a framework to advance and align goals, strategic plans, policies, budgets, and administrative actions to improve the Alamo Colleges.

Leadership

The Alamo Colleges incorporates a leadership model into the curriculum of its employee leadership enrichment program. The principled-centered leadership concepts from Stephen Covey’s Seven Habits of Highly Effective People will also be included in the core curriculum to further develop leadership competencies in our students. Covey's principles of integrity, fairness and honesty are a proven approach to being effective in attaining goals and creating a character ethic. The Seven Habits of Highly Effective People are:

• Habit 1: Be Proactive
• Habit 2: Begin with the End in Mind
• Habit 3: Put First Things First
• Habit 4: Think Win-Win
• Habit 5: Seek First to Understand, Then to be Understood
• Habit 6: Synergize
• Habit 7: Sharpen the Saw

**Role of the Board and Administration**

The Board is committed to the use of the Alamo Way (Always Inspire, Always Improve) as a means to provide a sustainable framework for improving student achievement, as well as organizational performance. Board members shall inform stakeholder groups of the underlying philosophy for all Alamo Colleges initiatives. The theory of continuous improvement shall be established in Alamo Colleges’ publications and on the District and Colleges web sites. Staff members shall receive training on this policy as part of staff orientation.

The Chancellor shall monitor continuous improvement throughout the Alamo Colleges. The Chancellor and administrative staff shall provide regular (fall and spring semester) progress reports on academic results and other performance data. These reports shall provide data necessary to identify gaps and make mid-course corrections.

Reference:
B.5.1 (Policy) Board Responsibilities